

Public Safety

This Plan element was developed by the Assistant Town Planner with the assistance of a subcommittee comprised of the Fire Chief, Deputy Police Chief, Animal Control Officer, Civil Defense Director and the Harbormaster. The full-length draft Public Safety Plan element was released in February 1996 and reviewed by the Planning Board at their April 3, 1996 meeting. An amended version was ultimately approved on January 14, 1998.

It addresses the Town's goals and objectives for public safety, what services and facilities are currently being offered, what service and facilities deficiencies currently exist and what projected needs are going to be in 2004 and buildout. After a comparison of the needs versus what the deficiencies will be at the two time periods, the options available to the Town to meet the projected needs are discussed. Realizing the Town's fiscal capability to meet all of its public safety needs may be limited, alternative funding avenues are explored. The Town's public safety policies are presented followed by an action plan with regulatory and procedural recommendations, and what public safety facilities are needed. The latter is presented as a 5 year capital facilities plan along with a list of recommendations for 2004 and buildout.

Mashpee residents have indicated they will continue to support public safety services even with the Town facing a tight fiscal situation. However, the Cape Cod Commission Act provides for the use of impact fees once a Local Comprehensive Plan is certified. In an atmosphere of fiscal constraints, the use of impact fees for public safety infrastructure should seriously be considered. Other options include making use of available grants, such as the Police Department's hiring of officers with Federal Crime Bill funds.

Goals and Objectives

Draft goals and objectives prepared by a Public Safety subcommittee were presented at a Local Planning Committee (Planning Board) public hearing on February 15, 1995. A number of the comments received resulted in modifications to the Public Safety goals and objectives, which were ultimately approved by the Planning Board on November 1, 1995.

- GOAL #1.** TO MINIMIZE LOSS AND SUFFERING IN OUR COMMUNITY DUE TO FIRE, STORMS AND OTHER MAN-MADE AND NATURAL DISASTERS.
- GOAL #2.** TO ENSURE THAT MASHPEE RESIDENTS, VISITORS AND THEIR PROPERTY ARE SAFE FROM CRIME.
- GOAL #3.** TO ENSURE THAT THE LAWS AND REGULATIONS OF THE TOWN AND COMMONWEALTH ARE OBEYED AND ENFORCED.
- GOAL #4.** TO MINIMIZE VEHICULAR, BOATING AND OTHER ACCIDENTS AND INJURIES.
- GOAL #5.** TO ENSURE THE HIGHEST QUALITY OF CARE AND MINIMUM RESPONSE TIMES IN THE EVENT OF MEDICAL AND FIRE EMERGENCIES.
- GOAL #6.** TO MINIMIZE INJURIES AND PROPERTY DAMAGE CAUSED BY ANIMALS AND TO ENSURE PROPER TREATMENT OF DOMESTIC ANIMALS AND WILDLIFE.
- GOAL #7.** TO ENSURE THAT PUBLIC SAFETY SERVICES ARE DELIVERED IN A COORDINATED, COST-EFFECTIVE AND HUMANITARIAN MANNER.

Objectives

- A.** To reduce the number of fire incidents in Mashpee on a per-capita basis.
- B.** To reduce the number of crime incidents in Mashpee, particularly serious felonies, on a per-capita basis.

- C. To ensure reasonable emergency response times to all parts of the town.
- D. To ensure that there is an adequate level of facilities, equipment, personnel, training and support services to meet the public safety needs of the town.
- E. To ensure that loss of life and serious injuries are minimized during storms or other natural disasters.
- F. To ensure that new developments, buildings and other facilities are properly located, accessed, designed and constructed so as to minimize life and property loss due to storms, flooding, wildfires and other natural disasters.
- G. To minimize property and other insurance rates which may be influenced by the Town's public safety programs or other Town activities.
- H. To ensure convenient and adequate sources of water for fire suppression throughout the town.
- I. To ensure that the public is educated regarding fire prevention and safety, crime prevention, drug and alcohol abuse, safe driving, safe boating, storm damage prevention, emergency evacuation, animal-related issues and other public safety issues.
- J. To minimize the incidence of carbon monoxide poisoning through public education and reliable detection systems.
- K. To maintain and enhance the Town's hazardous materials emergency response capabilities.
- L. To reduce the number of incidents of, and improve Town intervention, investigation and prosecution of, domestic violence, child abuse and neglect, elder abuse and neglect, and bias and hate crimes.
- M. To improve communication between citizens and the Police Department and maintain an active crime-prevention and response partnership between the Department and the community.
- N. To reduce drug use and drug-related crimes among all age groups.
- O. To ensure that fire safety and response, crime prevention, storm damage prevention, emergency evacuation and other public safety issues are considered in Town regulations, policies and review practices related to construction, development and redevelopment.
- P. To ensure the highest possible level of efficiency and effectiveness in public safety dispatching activities.
- Q. To maintain, update and effectively implement a coordinated and comprehensive emergency management plan to deal with major man-made emergencies or natural disasters.
- R. To establish, maintain and effectively implement a comprehensive recovery strategy to quickly return the community to normal functioning after major emergencies or natural disasters.
- S. To coordinate emergency planning and response efforts with those of neighboring towns, the county, the Massachusetts Military Reservation and other state and federal agencies.
- T. To reduce boating accidents, deaths and injuries through education of Mashpee residents and visitors on boating safety skills and proper boating equipment, through the installation and maintenance of adequate aids to navigation and through effective enforcement of boating safety rules and regulations.
- U. To maintain a coordinated communications system between the Town's public safety agencies and with other appropriate departments and agencies.
- V. To reduce injuries and property damage caused by animals and to ensure proper treatment of domestic animals and wildlife through public education programs, enforcement of the Town's animal licensing and control regulations and quick response to emergency situations by the Town's Animal Control Department.
- W. To maximize non-property tax sources of funding for, and maximize efficiency in, the expenditure of funds for public safety facilities, equipment and services.

Inventory of Facilities, Equipment and Services

Police Department

Existing Buildings: The Mashpee Police Department is located at 99 Nathan Ellis Highway. In 1990, the facility was expanded to its current state. The northern wing was added part of a \$1.8 million expansion. This expansion added about 3,500 square feet to bring the building to 11,320 square feet. Facilities provided for in the station include dispatching, records, offices, booking, holding/interrogation and evidence storage. Within the station are seven operational holding cells that meet all the requirements of the state. All areas of the facility are accessible to handicapped persons, yet planned for security. The recent addition was planned for easy expansion, should conditions warrant.

Major Capital Equipment: 7 marked police vehicles
 5 unmarked police vehicles
 1 Dodge 4x4 pick-up marked
 1 BMW marked

Current Operations: The Police Department handles public safety matters dealing with criminal activity. In addition it handles other activities such as responding to motor vehicle accidents, traffic control and community crime prevention. In 1994 there were 14,033 incidents, or calls for service, reported to the Mashpee Police Department. In the Analysis chapter of the full-length plan a breakdown of these calls is presented.

Staffing: (As of 9/1/95) 57 Total employees: 34 full-time, 11 part-time and 12 reserve, including: 1 Chief, 1 Deputy Chief, 5 Sergeants, 3 Detectives, 17 Officers (these are the officers to be dispatched for response to calls), 7 Full-time Civilians (Dispatchers and Administrative Secretary), 17 Reserve Officers (Special and Auxiliary Police Officers) and 11 Part-time Civilians (Administrative and Records Clerks, Dispatchers)

A shift consists of a minimum of 4 officers, one being a line supervisor, or Sergeant. This would leave 3 officers available for dispatch. The Town is 24 square miles. With 3 officers on duty, each would have 8 square miles to patrol. However, for all Part I type crimes (e.g., murder, rape, aggravated assault) plus domestic violence and motor vehicle accidents with injury incidents, there need to be 2 officers responding to a call. Therefore all shifts have 5 officers.

These staffing levels do not account for seasonal fluctuation in the Town's population. The Department has liability problems with the hiring of part-time officers. Additional information about staffing levels is discussed under the Analysis chapter of the full-length plan.

Mutual Aid Arrangements with Other Jurisdictions: State law Chapter 40, Section 8G allows town police departments to enter into mutual-aid agreements with other town police departments. Mashpee has not entered into any at this time. Another State law, Chapter 41, Section 99, allows for more informal agreements. These agreements are done on a case-by-case basis. This process enables the closest police department to service areas near the town border. A third type of mutual-aid agreement, for which there are no state laws, is a request for State Police assistance. A similar situation exists with the Federal law enforcement authorities.

Community Policing: The Police Department has implemented the philosophy of "Community Policing." The goal of this activity is to form "effective working relationships with neighborhood groups, schools and businesses within the Town of Mashpee." Across the nation more and more cities and towns are using

Community Policing as a crime prevention tool and a way to improve the relationship between citizens and the Police Department. Community Policing in Mashpee is implemented by having police officers designated as Liaison Officers and assigned to specific neighborhoods, developments, associations, condominium units, apartment complexes, community organizations, and certain Town departments. These assignments are intended to offer a means by which a group or neighborhood has direct access to an officer for the purpose of communicating problems or addressing concerns. Officers should familiarize themselves with geographical areas of the assignment and make frequent contact with the citizens residing therein.

Liaison Officers will attend meetings, both formal and informal, upon invitation or direction of the association, organization, group, or the Chief of Police. Liaison Officers will develop plans for identifying problems of their areas and assist citizens in solving them. In addition they will offer crime prevention techniques, gather and compare crime statistics, and be cognizant of particular concerns of the citizens in the assigned association or group. Of as late 1996, 73 associations or organizations, including Town departments, were a part of the Community Policing program.

Crime Prevention: As part of the plan to improve the relationship between the Police Department and community, a Crime Prevention Unit has been set up. The Crime Prevention Unit functions by having Police personnel assigned to the Mashpee Crime Prevention Unit as a part-time collateral duty. The crime prevention unit serves as a link between the community and the police personnel assigned to a duty in the operations division (patrol and operations sections). Officers have been assigned to a neighborhood, a business district or a community organization. The assigned officers will provide the aforementioned groups with information concerning crime prevention techniques, security techniques and practices designed to reduce crime incidents.

The DARE Program: The Drug Abuse Resistance Education, or "DARE" program, is an educational program to help children resist using drugs. DARE was implemented in 1983 in Los Angeles and has since grown to become the best known and successful drug informational program for children nationally. DARE program instructors are not professional teachers, but experienced police officers with special training to teach DARE. These "street wise" officers provide children with a realistic local perspective of drug abuse and its results in our Town.

Mashpee's DARE program, instituted in 1990, consists of a 4-lesson Kindergarten through 4th grade course, a 17-lesson 5th grade course and a 6-lesson 7th grade course. As of 1996, a course for high school students was being considered as a possible future addition to the program as the new Mashpee High School was being constructed. The K-4 program familiarizes children with DARE officers and provides some basic substance abuse information. The 5th grade course is the core course that follows the national curriculum, providing the knowledge and confidence for students to effectively resist the temptation to experiment with drugs.

Evidence Collection Unit: The Mashpee Police Department has established an Evidence Collection Unit (ECU) for the purpose of effectively and efficiently processing crime scenes, collecting physical evidence at accident scenes, and technical assistance in surveillance situations. The ECU will augment outside agency support, such as State, Federal and County services presently being utilized, in situations of unavailability of outside technicians, or when utilization of a MPD Evidence Collection Unit officer will reduce waiting time and therefore reduce costs of providing services. The ECU includes officers who have received training in crime search techniques, photography, motor vehicle accident investigation, latent fingerprint processing, and other related police science disciplines. The ECU officer assigned coordinates the collection of evidence, assists the primary investigator, and reports all findings in supplemental details to the primary investigator.

Existing Plans: The Department does not have a formal Master Plan. However, they have a future staffing plan and a section to be included in the Town's Capital Improvement Program. Information from both of these were used in the preparation of this element.

Fire and Rescue

Existing Buildings: At the present time, the Mashpee Fire and Rescue Department operates out of one station located at 99 Nathan Ellis Highway (Route 151), approximately 500 meters west of the Mashpee rotary. The station was constructed in 1979 and houses all departmental offices, equipment and personnel. The current size of the Fire Station is 7,800 square feet.

The garage, or apparatus floor, makes up almost 60 percent of the station. Eight bays are contained in the garage with ten vehicles and a boat being stored inside. For residential living areas the upstairs is used. Of this space, 600 square feet consists of a day room and 900 square feet makes up the sleeping areas.

Major Capital Equipment: The Fire and Rescue Department operates a fleet of eleven vehicles of various types capable of performing assigned emergency service tasks. In addition the Department has two utility trucks operated by the Chief and Deputy Chief. The types of vehicles operated by the department are as follows:

Table 1: Fire and Rescue Vehicles

Vehicle #	Type	Year	Primary Function	Secondary Function
R-361	Ambulance	1989	Rescue	N/A
R-362	Ambulance	1994	Rescue	N/A
Boat	Boat	1980	Water Rescue	N/A
B-353	Brush	1957	Brushbreaker	N/A
B-354	Brush	1967	Brushbreaker	Tanker
E-355	Engine	1970	Pumper	Heavy Rescue
E-351	Engine	1989	Pumper	N/A
357	Pickup	1985	Utility	Rescue
370	Pickup	1989	Utility	N/A
T-352	Tanker	1980	Tanker	Pumper
371	Utility 4WD	1991	Chief	Utility
372	Utility 4WD	1994	Deputy	Utility
360	Van	1981	Command	Hazmat

Current Operations: The primary function of the Fire and Rescue Department is to respond to fire and medical emergencies. In 1994 the Fire and Rescue Department responded to a total of 1,500 incidents. Fire and Rescue are also involved with fire prevention activities, including the handling of permits for specified activities (see Fire Chief Rules) and community education, among other activities.

Staffing: full-time staffing consists of one Fire Chief, one Deputy Fire Chief, one secretary, 4 Lieutenants, 8 Fire Fighter/Paramedics and 16 Fire Fighter/Emergency Medical Technicians (EMTs)

A shift consists of 1 lieutenant, 2 fire fighter/paramedics and 3 fire fighter/EMTs, for a total of six. However, a shift is not always filled to the maximum level. This situation happens due to sick time and

vacation days. Therefore, a minimum amount of on-site staffing has been set at four, reducing 1 paramedic and EMT. Projected staffing is discussed in the Analysis chapter of the full-length plan.

Since the Town, is a seasonal resort area, emergency responses increase with the seasonal increase in population. This situation can put a strain on resources because the Department has the same staffing levels in July and as in January. At one time the Department attempted to add seasonal personnel, but was dependent upon limited Town funds for the hiring of additional personnel. To improve staff resources during the peak months, in FY 1996 overtime pay was included in the budget to keep extra staff available to handle the extra calls.

When the on-duty shift is committed to an emergency response, personnel are called back on duty to maintain station coverage and protect against another emergency. This call back to duty, or "recall" type of operation is used throughout Barnstable County and Cape Cod. Many factors can affect the number of personnel available for recall duty. These factors include the availability of off-duty career and call members, and the distance a firefighter must travel to get to the station. Due to Town Meeting vote, new members have to live within 5 miles from the Town line. Department employees hired before this vote are allowed to live as far as 15 miles.

Other factors that can affect the number of personnel available for recall and their corresponding response times include the weather, the season, vacations and holidays, and traffic during the summer months. If recall personnel are not available or if the nature of the emergency is of such magnitude that immediate assistance is required, help is requested through the Barnstable County Mutual Aid system.

Mutual Aid Arrangements with Other Jurisdictions: See the *Barnstable County Mutual Aid System* in Appendix 4 of the full-length plan for mutual aid agreements between Mashpee Fire and Rescue and surrounding jurisdictions including East Falmouth, Otis Air Force Base, Sandwich, Cotuit and COMM (Centerville, Osterville and Marstons Mills). The number of responses required mutual aid assistance has risen from 4% of total responses in 1984 to 8% in 1994.

Programs: The Fire and Rescue Department offers a wide range of programming activities. These activities are broken down into two sub-groups, however, there is quite a bit of overlap between them. The two sub-groups are Operations and Support Services. Operations deals with Fire Suppression, EMS, HAZMAT, Community Activity, Communications, and Morale. Support Services handles Fire Prevention, Apparatus Maintenance, Property, Information Management, Career Coordination, Safety, and Building Maintenance.

Rules of Fire Chief: Pursuant to the provisions of Mass. General Law, Chapter 148, Section 28, the Chief of the Fire and Rescue Department has promulgated "*Rules of the Fire Chief*" to provide adequate safety regulations to prevent losses from fire. The Rules cover regulations and requirements for chemical suppression systems, fire alarms systems, fire extinguishers, fire sprinkler systems, fire works, oil burning equipment, propane, rapid entry key boxes, and underground storage. Enforcement of the Fire Chief Rules is done predominately by the Fire Prevention Officer with specific items done by the Fire Chief.

The Department is further governed by policies and programs from the Cape and Island Emergency Medical Service System, Inc. These policies and programs include minimum levels of medication (to be used on patients) and training, affiliation agreements with hospitals and the Central Medical Emergency Dispatch radio system. The Barnstable County Fire Chief's Association manages the *Barnstable County Mutual Aid System*. One addition regulation the Department is involved with is the State Emergency Disaster Plan, which is overseen by Massachusetts Emergency Management Agency (MEMA). The Emergency Plan is discussed in the Civil Defense section with relevant information for the Fire and Rescue Department.

Existing Plans: A master plan for the Fire and Rescue Department was completed in 1989. This plan is in the process of being updated by Fire Chief Baker. Information from both the 1989 Plan and Chief Baker's draft update was used in this section of the Public Safety element. In addition about capital improvements for the next five years came from the Town's Capital Improvement Program which is updated annually.

Animal Control

Existing Buildings: The Animal Control Department has its office in the Police Station. The size of office space is 8.5' * 17', or 144.5 square feet. This space is strictly for administrative purposes and is not open to the public. As was discussed in the Police section, the 1990 building expansion created plenty of space to handle that Department's growth through buildout.

Major Capital Equipment: The Department owns a 1994 Ford Van.

Current Operations: The Animal Control Officer responds to a variety of calls and complains about animals, both domestic and wild. These activities range from lost animal reports to wild animals being removed from domestic locations. In addition, the service of dogs and cats being removed to shelters is provided. More detail on the number and types of calls will be reported in the Analysis chapter.

Staffing: One full-time Animal Control Officer

Mutual Aid Arrangements with Other Jurisdictions: In FY 1996 an Intermunicipal Agreement for the reciprocal use of Animal Control officers between the towns of Mashpee and Sandwich was implemented. The agreement allows each Town to lawfully provide the other community with mutual aid coverage for emergency animal calls when the resident Animal Control Officer is on vacation or other leave of absence.

Programs: The Department offers a number of programming activities. It sponsors an annual canine rabies and licensing clinic at Town Hall. One hundred and twenty-five dogs were licensed in 1994. It also sponsors an annual feline rabies clinic at Mashpee Veterinary Hospital with 57 cats being inoculated from the clinic held in 1994. The Animal Control Officer works with the School Department to provide all of the Town's fourth graders with a comprehensive animal awareness program.

The Department developed a new dog license database utilizing the computer system in the Selectmen's office. Then, together with the Town Clerk's office, a new dog licensing compliance program was initiated. As a result of this program, more dogs were licensed in Mashpee during 1994 than in any previous year.

An informational pamphlet discussing the Dog Control Regulations has been produced by the Department. This pamphlet summarizes these regulations for Town residents to understand in a simple manner.

Regulations: The Town voted to accept the provisions of MGL Chapter 140, Section 147A, which empowered the Town to enact by-laws and ordinances relative to the regulations, control and disposition of dogs within the Town. The Town has enacted its own by-laws to deal with dog licensing, and the restraint and control of dogs.

Special legislation was also enacted authorizing the Chief of Police of the Town of Mashpee, or his designee, to carry out the powers and duties assigned to the Board of Selectmen with respect to dogs under the provision of MGL Chapter 140, Section 157. This provision deals with vicious or barking dogs and what the Town can do to remedy this type of situation.

MGL Chapter 272, Section 77, Cruelty to Animals: The Town can punish individual(s) who are convicted of cruelty to animal with a fine of not more than one thousand dollars (\$1,000) or by imprisonment for not more than one year, or both.

Existing Plans: There are no existing plans for the Animal Control Department.

Civil Defense

Existing Buildings: The appropriate Civil Defense officials operate the Emergency Operations Center (EOC) at times of crises. The primary EOC is located in the Police Station on Rte. 151. Should the primary EOC become unusable, emergency operations would be moved to the DPW building on Meetinghouse Road. See the Police section and the Comprehensive Emergency Management Plan for more detailed information about the EOC and Police Station.

Shelter: The shelter currently used during emergency operations in the Mashpee Middle School. The middle school is located on Old Barnstable Road.

Major Capital Equipment: A detailed description of the capital equipment needed for civil defense purposes is discussed in the Emergency Management Plan. Capital equipment for the Police and Fire and Rescue Departments have already been discussed in their respective sections. The Harbormaster's capital equipment is discussed later in this section. The only HAZMAT major capital equipment is the spill-equipment trailer. An up-to-date, complete inventory listing of the Fire and Rescue Department's HAZMAT equipment is provided in Appendix 5 of the full-length plan.

The DPW maintains a large number of capital items that they use for public safety purposes.

Organizations and assignment of responsibilities:

- Chairman of the Board of Selectmen is responsible for developing all policy relating to emergency management.
- Executive Secretary is responsible for implementing all policy decisions relating to emergency management.
- Mashpee government department heads are responsible for carrying out the tasks assigned to respective departments as listed in Section C, Part One, of the Mashpee Comprehensive Emergency Management Plan. Some of the tasks these departments undertake are discussed below.

Direction and Control: In order to provide the most effective response to an emergency situation, the Mashpee Emergency Operations Center (EOC) has been designated as the base for all emergency management activities for the Town.

In general there are four phases of management to emergency situations:

- 1) Mitigation: planning to prevent or minimize situations
- 2) Preparedness: develop situation where Town is in best condition to handle emergency
- 3) Response: provide pre-set instructions on steps Town and its specific departments need to take
- 4) Recovery: what to do after emergency to restore Town to normal conditions

The line of succession, in case the person becomes unable to continue their duties, for the Civil Defense Department is as follows:

Executive Secretary, Fire Chief, Police Chief, Deputy Fire Chief, DPW Director.

The Executive Secretary, as the Civil Defense Director, is responsible for:

- 1) organizing civil defense volunteers and staff
- 2) all education and information programs
- 3) coordinating and ensuring the development and maintenance of the radiological protection (i.e., nuclear hazards) element
- 4) overseeing the damage assessment process
- 5) overall supervision, training and briefing of staff and Department heads and reviewing priority lists
- 6) coordinating development of a complete shelter program in conjunction with Red Cross
- 7) developing and maintaining flood emergency plan

Towns and departments with which Mashpee has **Mutual Aid Agreements:** Falmouth Fire, Cotuit Fire, Otis ANGB Fire, Sandwich Fire, and Centerville, Osterville, Marstons Mills (COMM) Fire. When the emergency exceeds the local government's capability to respond, assistance will be requested from the state government. The federal government will provide assistance to the state as needed.

In addition, the Town works with the Massachusetts Emergency Management Agency (MEMA) which provides technical assistance, training and other emergency planning information. MEMA becomes the lead agency when the state is called in to assist the Town during times of actual emergency.

In situations of oil and hazardous spills in coastal waters, the United States Coast Guard Marine Safety Office in Providence takes jurisdiction over from the Town.

Law Enforcement (Police Department): During times of emergency, law enforcement agencies will be taxed to their fullest and may be called upon to expand their operations. These responsibilities include maintenance of law and order, traffic control and crowd control. The local police department will have the primary responsibility for routine law enforcement and support groups will assist in traffic and control. The Police Department is in control of notification of emergency situations.

Evacuation of an area within a 2000' foot radius of the HAZMAT incident site could be effected immediately by law enforcement officers upon the recommendation of the on-scene commander. The routes of evacuation and staging areas for the evacuees will be determined by the Police Chief, from the affected area at the forward post, with assistance of the on-scene commander.

Fire Service: The responsibilities of fire service in disaster situations are basically the same as in daily operations. Their primary responsibility is fire control. They are also involved on a regular basis with rescue operations and hazardous materials (including handling of HAZMAT incidents). Their supplemental civil defense duties include operation of the public warning system and support radiological for activities.

Department of Public Works: The DPW Director will be responsible for the coordination of resource management activities. The major responsibility is to identify available sources from which needed resources can be obtained during an emergency situation. He is generally responsible for coordinating the acquisition and distribution of resources such as food, medicine, construction equipment, public transportation, manpower and any other resources not specifically assigned to another emergency services. The locations of the DPW staging area for equipment in Mashpee is at the DPW property on Meetinghouse Road.

If residents of Mashpee are to be evacuated, corresponding host areas will, in all likelihood, have a lack of adequate resources to support evacuees. For this reason, the Mashpee DPW Director will arrange to transport essential consumer goods (i.e., food, medicine, fuel) to the host area(s) utilizing existing transportation vehicles.

Board of Health: Emergency operations for public health services will simply be an extension of normal duties. One of the primary concerns of public health personnel is disease control. This involves water purification and detection and control of disease causing agents.

Sanitation is a very significant aspect of public health. One of the primary considerations is the continuation of waste disposal under disaster conditions. Personal health and hygiene education is very important before, during and after an emergency. Personal food and water supplies must be kept free of contamination.

Harbormaster and Shellfish Departments: The Harbormaster and Shellfish Departments are primary responsible for on the water situations such as boating accidents and oil spills.

Existing Plans: The *Mashpee Comprehensive Management Plan* is the Town's official emergency response plan. Publication date for this plan was May, 1993. The Plan is about to undergo an update process. Information from the Emergency Management Plan was used as a reference to complete this portion of the Public Safety element. In addition, the *Mashpee Coastal Resource Management Plan and Municipal Harbor Plan* contains information about emergency response preparation and response for the coastal areas. This plan has been updated as the Coastal Resources comprehensive plan element.

Other Civil Defense Plans which apply to Mashpee: The *Southern Massachusetts Hurricane Evacuation Inundation Map Atlas* was produced in December, 1994 by U.S. Army Corp of Engineers and the Federal Emergency Management Agency (FEMA) for MEMA. Mapping contained within the atlas displays "worst case" hurricane surge inundation limits derived from hypothetical hurricanes that are reasonably likely to occur in New England. These maps are updated an annual basis.

The map of Mashpee contained in the atlas displays SLOSH (Sea, Lake and Overland Surges from Hurricanes) model data. The SLOSH model is a computer model that was designed by the National Weather Service to forecast surges that could occur from wind and pressure forces of hurricanes. This data is then used for emergency planning purposes to determine areas that would have to be evacuated based on hurricane wind speed and category.

The *Hazardous Materials Tiered Response Plan* has been developed by the District 1 HAZMAT team. The most recent plan was published in December, 1992. District 1 is made up of the following four counties: Barnstable, Bristol, Norfolk, and Plymouth. This plan outlines and describes the 3 tiered levels of HAZMAT response. The regional concept was developed so as to provide an effective means of implementing each Town's Emergency Action Plan, when hazardous materials are involved. HAZMAT equipment can be expensive and usually is designed for very specific purposes. Therefore, it makes sense to have a regional response system to minimize unnecessary duplication of equipment by neighborhood towns.

The United States Coast Guard (USCG) Marine Safety Office in Providence has produced a *Local Oil and Hazardous Substances Pollution Contingency Plan* to deal with these types of spills. The USCG Marine Safety Office Providence, Rhode Island is responsible for providing an On-Scene Coordinator and coordinating response activities in the coastal areas of Massachusetts (from Manomet Point southward) and of Rhode Island, including all islands. Mashpee is located in Zone C and if such a spill occur in our waterways, authority would be turned over to the USCG Marine Safety Office Providence. It should be noted this plan, dated May, 1990, is now over seven years old and was found to be missing some data for Massachusetts.

One of the topics covered in the USCG plan, is preplanning for the use and application of dispersant materials. The plan suggests a method for taking a standard nautical chart and labeling it in such a way that identifies areas where dispersant materials should or should not be used, based on sensitive environmental

characteristics. In addition, for areas where dispersants can be used, the amount of materials based on water depth can be mapped as well. Such a map for Mashpee's coastal waters may be useful, particularly with its sensitive environmental area where dispersants should not be used. This exercise should be conducted as part of the coastal resource planning process, and an action plan item has been suggested to prepare such a map.

The *ComElectric Emergency Operations Plan* is produced and updated by the ComElectric Company with the latest revision date being June, 1994. ComElectric is the sole provider of electricity for the Town and the Cape. Therefore, when power outages occur the company is responsible for restoration. The Vice-President of Operations has been charged with developing and implementing the plan.

One last emergency which impacts on Mashpee in the *Propane Emergency Response Plan for New England*. This plan was prepared by the Propane Gas Association of New England (PGANE) and its emergency response committee in January, 1991. Highlights of this plan include: information and phone numbers of an agency called CHEMTREC, which coordinates emergency responses; the listing of a training course, offered by PGANE, for emergency personnel in handling propane leaks and spills; and fire response information for propane and its Material Safety Data System (MSDS).

Harbormaster

Existing Building: The Harbormaster's current office is on the 2nd floor of the DPW Building. The office space is shared with the Shellfish Constable. Although the DPW building itself is new, the Harbormaster and Shellfish Constable's office space is only 10' x 20', or 200 square feet. An impound yard for the Harbormaster's equipment is shared with the DPW and located on the same site. This space is used to keep impounded boats and to store the aids-to-navigation during the winter.

Major Capital Equipment:

- 5 boats in total:
 - 2 docked in salt water boats: Waquoit Bay and Popponesset Bay
 - 1 John's Pond
 - 1 Mashpee-Wakeby Pond
 - 1 Santuit Pond
- 3 trailers for boats
 - 1 five-ton flat-bed trailer
 - 1 1994 Ford pickup truck
- Safety equipment: Aids to Navigation

Current Operations: Services provided by the Harbormaster include managing over 100 aids to navigation, controlling individual mooring sites registration and patrolling mooring fields, marine patrol and rescue on (along with Fire) Town waterways. The Harbormaster estimates there were 200 water-related incidents in 1994. Police Department records show 4 state boating violations reported in 1994. In addition, there were 20 Town by-law boating violations in this year. The remaining incidents fall under the general category of Public Assistance.

Staffing:

- 1 full time Harbormaster
- 2 paid seasonal assistants
- 15 seasonal volunteers

Mutual Aid Arrangements with Other Departments/Jurisdictions: The Harbormaster works closely with the Fire and Police Departments at all times and shares the same dispatching system. He is able to get into the water before Fire and Rescue in the summer, but in winter the situation is the opposite. This situation is expected to be alleviated once the Harbormaster's Dock and Building are completed.

Other jurisdictions the Harbormaster works with are the Falmouth and Cotuit Fire and Rescue Departments and the Coast Guard.

Programs:

Educational Programs: A State book on boating safety and boating under the influence is mailed out to mooring registrants. These materials also are distributed at Town Hall and given out when writing up boating violations. In addition, informational tidbits related to boating safety are periodically posted in the local newspaper.

Administration: As the implementing department for the mooring regulations, Harbormaster is in charge of registering mooring site applicants, collecting fees from applicants and maintaining mooring records. The Harbormaster then monitors the status of mooring sites in the Town's waterways.

Navigation Aids: As mentioned in the Inventory chapter, Harbormaster maintains and operates the aids to navigation. These aids to navigation are required to be installed no later than May 15th. The actual date depends on weather conditions. In mid-October navigation aids are removed and replaced with a few winter sticks to maintain minimum level of navigation.

Bass Tournaments: The Harbormaster manages over 30 bass tournaments held on Mashpee-Wakeby Pond. The tournaments run from the end of March through October. As these tournaments require the Harbormaster to be on Mashpee Pond, they take away his ability to respond to water-related incidents elsewhere.

Regulations: MGL Chapter 102, Section 19 establishes the position of Harbormaster and Assistant Harbormaster. The powers of Harbormaster and Assistants are expressed in Chapter 102, Sections 21 and 20, respectively. Enforcement provision is discussed in MGL Chapter 90B, Sections 1-19. It should be noted that the State is constantly adding to this set of laws. Finally, there is a set of Town by-laws dealing with the Harbormaster.

MGL Chapter 91, Section 10A provide that individuals who wish to moor or anchor a boat in the various harbors or waters within the Town of Mashpee (or any other town in the Commonwealth) must first obtain permission from the Harbormaster. On the local front, Mashpee has Town waterways by-laws (Chapter 170) as well as Regulations promulgated by the Harbormaster pertaining to Moorings.

Existing Plans: The 1990 *Mashpee Coastal Resource Management Plan and Municipal Harbor Plan* contains some elements geared towards Public Safety. Portions of that plan have been updated in the Comprehensive Plan Coastal Resources element. The Town's Emergency Management Plan also affects the Harbormaster's operation with regard to coastal area hazardous material spills response.

Recommended Policies

1. To maintain fire and ambulance emergency response times which meet or improve upon national emergency response time standards in all parts of the town.

2. To maintain an adequate level of facilities, equipment, personnel, training and support services to meet the public safety needs of the town through the Police Department, Fire and Rescue Department, Harbormaster Department and Animal Control Departments and Civil Defense program.
3. To require that new developments, building and other facilities be properly located, accessed, designed and constructed so as to minimize property loss, loss of life and injuries due to storms, flooding, wildfires and other natural disasters.
4. To maintain convenient and adequate sources of water for fire suppression throughout the town.
5. To provide comprehensive and effective public education programs for all age groups regarding fire prevention and safety, crime prevention, drug and alcohol abuse, safe driving, safe boating, storm damage prevention, emergency evacuation, animal-related issues and other public safety issues.
6. To encourage, or require where possible, the use of fire detection and suppression systems and carbon monoxide detection systems in new and existing structures.
7. To maintain and enhance the Town's hazardous materials emergency response capabilities, primarily through the Hazardous Materials Team of the Fire and Rescue Department and through coordination with neighboring towns and other agencies.
8. To follow and implement the "Community Policing" philosophy and principles of crime prevention and response and maintain an active partnership between the Police Department and the community.
9. Policy 9. To make high priority use of police department resources in intervention, investigation and prosecution of domestic violence, child abuse and neglect, elder abuse and neglect, and bias and hate crimes.
10. Policy 10. To take all appropriate steps to reduce drug use, alcohol abuse and drug and alcohol-related crimes among all age groups, including the integration of the Police Department's Drug and Alcohol abuse Resistance Education program into school programs and other community activities and support for other drug and alcohol abuse prevention and treatment programs.
11. Policy 11. To require that new development, redevelopment and construction be designed to promote fire safety, crime prevention, rapid emergency response, storm damage prevention, rapid emergency evacuation and other aspects of public safety.
12. Policy 12. To require that new development and redevelopment provide, or contribute a fair share of the cost of, any public safety facilities and equipment necessary to support it and that such facilities, equipment or funding be provided in a timely manner relative to the creation of development impacts.
13. Policy 13. To participate in the regional Emergency 911 public safety answering and dispatch service.
14. Policy 14. To maintain and implement a coordinated and comprehensive emergency management plan to deal with major man-made emergencies or natural disasters as well as a comprehensive recovery strategy to quickly return the community to normal functioning after such an event.
15. Policy 15. To coordinate emergency planning and response efforts with those of neighboring towns, the county, the Massachusetts Military Reservation and other state and federal agencies.
16. Policy 16. To support and implement programs to educate town residents and visitors regarding boating safety skills, proper boating equipment, town boating rules and regulations and how to handle emergency situations.
17. Policy 17. To provide and properly maintain, as well as to install in a timely manner, all necessary aids to navigation in order to protect boater safety and promote safe and orderly use of our waterways.
18. Policy 18. To maintain a coordinated communications system between the Town's public safety agencies and with other appropriate departments and agencies.
19. Policy 19. To offer public education programs regarding prevention of injuries and property damage by animals, the proper treatment of domestic animals and wildlife and other animal-related issues.
20. Policy 20. To strictly enforce the Town's animal licensing and control regulations and provide adequate funding and personnel to allow quick response to emergency situations by the Town's Animal Control Department.
21. Policy 21. To seek any available federal, state or other grants for the funding of public safety facilities, equipment, personnel, training or other costs.

Action Plan

Regulations/Procedures

1. **The Town should create a Departmental Staff Site Plan Review Committee.** Commercial projects and residential subdivisions of a specified size will be reviewed to ensure that public safety issues are addressed. A Police Department member working with the Crime Prevention Unit and familiar with Crime Prevention Through Environmental Design (CPTED) techniques should be appointed to this committee, as should officials with fire prevention, HAZMAT, and floodplain regulation knowledge.
2. **The Town should consider hiring a full-time Fire Prevention Officer.** This officer will be able to address fire prevention issues that will help the Town implement Policies 5 & 11. This officer would serve on the proposed Staff Review Committee and assist in wildfire prevention planning.
3. **The Fire and Rescue and Planning Departments should work together on the National Fire Prevention Association's (NFPA) planning process to minimize wildfire hazards.** Results of this process will likely require modification to the Town's by-laws, particularly the zoning and building codes. The addition of a full-time Fire Prevention Officer would facilitate this process and be able to address this issue on the Staff Review Committee.
4. **The Executive Secretary, as Civil Defense Director, should work with MEMA officers in conducting annual mock exercises to keep the Town's emergency management personnel educated and prepared for emergency situations.**
5. **The Town should, when the High School opens, make this facility the primary Red Cross shelter facility.** The Middle School would then be the secondary shelter needed during the summer. This process should be a joint project between the Town and the Red Cross.
6. **The Town should ensure the Fire and Rescue Department has sufficient staff to handle the increased service load during the peak summer months.** Although the Town has budgeted overtime for FY 1997 to staff the department during this time period, the Town and the Fire and Rescue Department need to initiate a policy to consistently provide for "seasonal" staff on an annual basis.
7. **The Town should provide for the necessary expenditures in the Fire and Rescue Budget for unseen changes in equipment technology.** Some changes in fire suppression detection and medical response equipment technology can not be predicted, and may occur within a five-year capital improvements program period. To ensure the best service possible for Mashpee residents, the Fire and Rescue budget should include funds for new technologies as they become available.

Five year capital facilities plan

Police Department

As of 1995, the department had 7 leased marked police cars and 2 leased unmarked police cars. The lease period is 2 years for the marked and 4 years for the unmarked cars. As the marked cars are used for day-to-day patrol operations, they receive lots of "wear and tear." Leasing ensures a fleet of police vehicles that will be mechanically reliable, with limited amount of repairs due to excessive wear and mileage.

The Town's Capital Improvement Program currently purposes to increase the number of marked police cars will increase from 7 to 11 over the next five years. This increase will occur gradually with one being added in FY 1999, FY 2001 and FY 2003. In addition the Department is expected to purchase an additional detective (unmarked) car in FY 2003, which is planned to be available for dispatch. This increase is justified

to serve the corresponding increase in dispatchable police officers (32, to meet the IACP's target of 600 cases per officer). Vehicle needs are based on this number, as 1 vehicle is needed for every 3 officers.

With the police facility being encroached upon by development around the complex (Boys and Girls Club, Coombs School and Mashpee Commons) a security fence is proposed for FY 1999. A 695 foot, heavy duty 6 feet tall chain link fence with barbed wire topping is proposed. Two rolling type gates at the north and south end of the police building will be provided.

Currently all police vehicles are parked in the open. In order to protect these vehicles with sensitive equipment that is being damaged from excessive heat and sun and to allow easier access to vehicles that are operated necessarily during storms and inclement weather an 8 bay vehicle shelter is planned for FY 2000.

Fire and Rescue

The Fire and Rescue Department has more capital projects over the next five years than any other public safety department. The first project, Fire Station Renovation/Addition, is at the design stage at this time, with construction anticipated sometime in FY 1999. Since financing consists of a bond note, payments will continue past this five-year CIP.

Rehabilitation of the Fire and Rescue Department's 1989 pumper had been needed due to the fact the steel was not prepared properly and is now rusting at the seams. At the current rate of rust, the compartments were to have fallen off the vehicle by FY 1998. Rehab work was conducted in 1997 to prevent total deterioration. Payment consisted of a short-term note to be paid off from FY 1997 to FY 2000. Total cost is \$82,800.

Technology upgrades were discussed in this plan. Project FR03 provides for an upgrade to the Department's 22 protective breathing apparatuses. This project enables Fire and Rescue to meet the current national standard for firefighter safety. Cost of this project, scheduled for FY 1999, is \$18,000.

Project FR04 consists of replacing the Deputy Chief's 4WD vehicle with a new 4WD utility vehicle. It is projected that the current vehicle, a 1994 Jeep 4WD, will be in need of replacement due to high mileage. This vehicle will then be placed in reserve to replace the Department's 1989 Explorer. Cost will be \$35,000 in FY 1999 from the Town's general fund.

Project FR05 will replace the 1970 pumper in FY 1999, which had its last rehab back in 1986. The recognized length of usage for a pumping engine in our region is 15 years of front line service, 20 years as a second line, with an additional 10 years added after rehab. This unit served on front line for 19 years in town, then was refitted to carry the department's extrication equipment. Cost of a new pumper is estimated at \$290,000.

The purpose of FR06 is to replace the department's 1957 brush breaker in FY 1999. Downtime is considerable when a breakdown occurs due to the difficulty in getting replacement parts, and the Town continues to see construction in what is defined as wild land interfaces zones. More development increases the fire risk in these areas. This project is to rehab and fit a 1971 surplus military chassis with bars, water tank and a pump. Estimated cost of the rehab project is \$49,500.

The next project, for FY 1998, is the acquisition of a used Aerial Ladder Truck. Lack of an aerial ladder truck presents a problem as new construction of large buildings continues (Stop & Shop, the high school, the proposed performing arts center). A comparison with the national statistics assembled by the National Fire Protection Association (NFPA) for communities with comparable population shows that Mashpee lags far behind similar communities in the ability to provide ladder truck service. The Insurance Service Organization (ISO) recommends communities over 10,000 population have one aerial ladder truck per 20 square miles of service area. With Mashpee depending on Falmouth and Centerville for service, this

equates to one truck per 55 square miles. A used aerial device with appropriate rehab work should bring the cost of the project to less than half of what purchasing a new ladder truck would. This cost is estimated to be \$200,000.

Project FR08 is the construction of the South Mashpee sub-station. As discussed previously, the addition of this station would decrease EMS response times for South Mashpee, which average 7 minutes, to the American Heart Association recommendation of 4 minutes. As proposed now, construction would begin in FY 2001 and be financed via a \$800,000 bond payment. Impact fees, once the Comprehensive Plan is certified, could be levied to new developments built in South Mashpee. A new pumper for the sub-station, replacing the department's aging tanker, is to be purchased in FY 2002. Proposed financing of the estimated \$300,000 cost is to be arranged with a short-term note.

In FY 2002, the department will need to replace its 1989 4WD utility vehicle. This vehicle will be 12 years old with 80,000 miles on it. Recently, it has experienced numerous electrical and engine problems. The department needs to have 4WD capability due to driving challenges caused by emergencies at beaches, dirt roads, and during severe winter weather conditions. The Town should allot \$35,000 for this vehicle.

A Fire and Rescue project for FY 2003 is scheduled replacement of the 1995 Ambulance. This project is necessary in order to provide continuous and efficient emergency medical service. Replacement with a new ambulance is estimated to cost \$140,000. This service will not affect the Town's budget since ambulance receipts cover all costs.

An additional project identified for this plan was the replacement of the 1980 van. This van has an estimated service life of 10 years. This van has been replaced in FY 1998 with the 1989 ambulance. There was no additional cost to the Town for this project.

The 1967 brush unit will need to be replaced by FY 2004. Current plans are to replace this brush unit with a new heavy-duty brush breaker. Estimated cost for this equipment is \$200,000.

The final project identified for the Five Year Fire and Rescue Capital Improvement Plan is the replacement of the Department's 1979 Boston whaler rescue boat. A new boat is scheduled for FY 2004, which is estimated to cost \$50,000.

The total funds required for all proposed Fire and Rescue projects are estimated at around \$5.3 million. About \$4 million will have been paid after this five year plan if funding goes according to the current schedule. The remaining \$1.3 million, all from the fire station renovation, will consist of a bond note. If fiscal conditions tighten further, some of these projects may be bumped to the 2004 period.

Animal Control

There are no capital facility items proposed by the department within this timeframe.

Civil Defense

A new HAZMAT equipment trailer will be needed by FY 2000. Replacement cost is estimated to be \$11,000. Other DPW public safety-related equipment was discussed in the Inventory and Analysis chapters of the full plan where it is presented in Table 7C. They have identified a host of needs relating to their equipment. The total of all 23 items totals \$1,590,000.

Harbormaster

The Town dock along the Great River on Town-owned property was constructed in FY 1998. As discussed previously, the Town had relied on privately owned docking for water access. Cost of a new dock, which was estimated at \$15,000, was funded by general fund dollars.

Using the same property on Seconsett Island where the dock was built, a harbormaster building is proposed. The Harbormaster currently works in the DPW Building on Meetinghouse Road. This location prevents quick response to water-related incidents, as he must travel to the water. The building was identified on the Town's Capital Improvements Program for FY 1998. It was approved by Town Meeting voters and expected to be constructed in the summer of 1998.

Ten year recommendations and timetable

Police Department

If the five-year capital facilities plan is met, the Police will have already satisfied their vehicle needs. If instead the Department had the resources only to hire 29 officers within 5 years, they should hire 3 more to bring the total 32 by 2004. An additional police vehicle would then be needed at this time.

Fire and Rescue

Within ten years, if all of the five-year facility and equipment needs are not met, they should be on high priority for this period. Otherwise, the following item would be needed to fulfill the department's rehab and replacement schedule:

- The 1994 Utility 4WD will need to be replaced.

Animal Control

At the ten-year timeframe, a new Animal Control van will have to be purchased.

Civil Defense

The High School shall become the primary shelter and the Middle School will be designated as the secondary shelter. It will be used, if needed, during the summer months.

Within 10 years, an assessment of the costs to raise the grades of the primary roadways in South Mashpee should be conducted. If the costs are realistic, prioritization of projects should start at this time. If not, alternative evacuation routes should be explored. One alternative evacuation route out of South Mashpee is Great Hay Road. To make this roadway available for emergency evacuation purposes only, it could be graded and covered with some type of stone to prevent erosion. To prevent regular vehicle traffic, removable gates could be placed at intersections with other roadways. During hunting seasons and other specified times, these gates could be left open. This option will require review by various Town Departments, The Tribal Council and other interested groups.

For DPW, a 30% increase in funding for public safety equipment is required. This amounts to \$2 million for these purposes. Specific needs will have to be determined at the Comprehensive Plan five year update.

Harbormaster

All three of the Harbormaster's boats will need to be replaced around 2004. To limit the impact on the Town's budget, the purchase should be phased, one each year from 2003 to 2005. Comments received at the public hearing for this plan were to spread out the purchases even further. Such purchases should be coordinated with the Town's Capital Improvement Committee.

Buildout Recommendations

Fire and Rescue

By buildout, a North Mashpee fire and rescue sub-station may be needed. As surrounding towns approach buildout, mutual-aid coverage (even improved with regional dispatching by 2004) may not provide adequate response times.

Animal Control

By buildout, if funds are available for such purposes, a town dog / animal pound facility should be constructed.

Civil Defense

Either the Coombs School or a new elementary school, which most likely would be built by this time, should be designated as a third shelter. This shelter facility would be a backup secondary shelter that may be needed during the summer months.

The Mashpee DPW's equipment needs at buildout were presented in the Analysis chapter of the full-length plan. Projected growth in Mashpee will lead to anticipated DPW equipment needs of approximately \$2.8 million. As in the ten-year timeframe, the specifics will have to be worked out as buildout approaches.

Coordination with other towns/county/other agencies

To procure any available grant money, the Town should consider joining forces with other communities. For instance, the Town could unite with surrounding communities to obtain a modern communication system. The Town was the lead agency that applied for a multi-county grant for domestic violence training materials, which was not received, however. Domestic violence is being addressed regionally, though, as the Town is part of an Upper Cape Domestic Violence Roundtable with public safety and human service officials from the Upper Cape towns.

The Police Department recently established a mobile data terminal (MDT) system for its police vehicles in conjunction with Bourne and Sandwich. By doing so, costs as well as public safety information are shared between the communities. Fire and Rescue would like to make use of MDT technology for its vehicles as well, as the use of MDT's could decrease response times. A shared system with other agencies (either our mutual-aid communities or the county as a whole) would be the most economically efficient method to establish a MDT system for Fire and Rescue.

The Town needs to work with surrounding communities and Barnstable County to get a regional dispatching system up and running. As presented in Policy 1, a regional dispatch system for Fire and Rescue would lead to a decrease in response time in North Mashpee.

The Town needs to establish a communications network linking all of the public safety departments. This process is to be done on two levels. The first is to establish a communications network between our Town's agencies (Police, Fire and Rescue, Animal Control, Civil Defense, and Harbormaster) and outside agencies (Mutual-Aid, the County, MEMA, etc.). The Police Department will soon be tied into a statewide 800Mh trunking network, which will link all of the state's police departments. Fire and Rescue would like to see the same happen for these agencies, which is expected to happen by the end of 1998.

The second level involves tying each Mashpee public safety department to each other and other relevant Town departments. This communications link can be established by a computer network. Since public safety deals with confidential information, security and access will be important aspects of any computer network. One method to provide for a secure network is to get part of the bandwidth Media One provides for cable modems to distribute public safety information between town agencies.